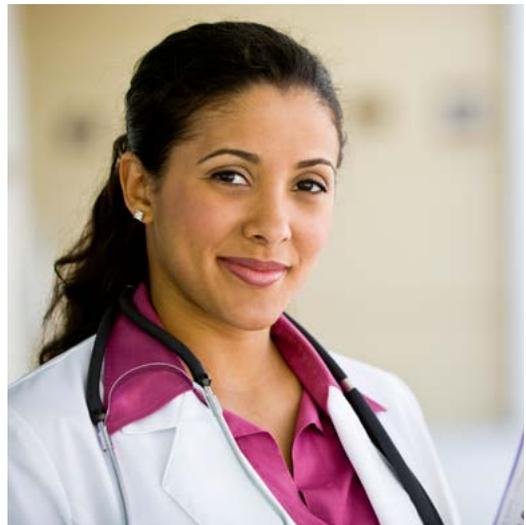


Exercise is Medicine[®] National Center Launch Guide



Exe*R*xercise
is Medicine[®]

AMERICAN COLLEGE
of **SPORTS MEDICINE**[®]



How to Establish an Exercise is Medicine® National Center in Your Country

This guide is designed to assist your efforts to introduce Exercise is Medicine® (EIM) in your country. The vision of the EIM initiative is to make physical activity assessment and promotion a standard in clinical care, connecting health care with evidence-based resources for people everywhere and of all abilities.

Outlined in this guide are the specific steps required to develop an EIM National Center. The steps are intended to assist future partners in developing a sustainable, multi-sectoral program that unites leaders from medicine, health care administration, public health and exercise science. While the specific steps outlined may need to be adapted to your country, the underlying principles have evolved from our experience introducing EIM to more than 40 countries around the world.

As you advance through the process of developing an EIM National Center, we encourage you to work closely with the EIM Global Center, as well as with your designated EIM Regional Center (their contact information can be found on the EIM website). Both the EIM Global and Regional Centers exist to provide you with guidance and support to make this process as seamless and efficient as possible.

Thank you for dedicating the time and effort to bring EIM to your country. We feel that the promotion of physical activity through the health care sector is an extremely important initiative that has the potential to make a significant impact on the future health and wellness of a large segment of our population. We look forward to working with you in moving EIM forward!

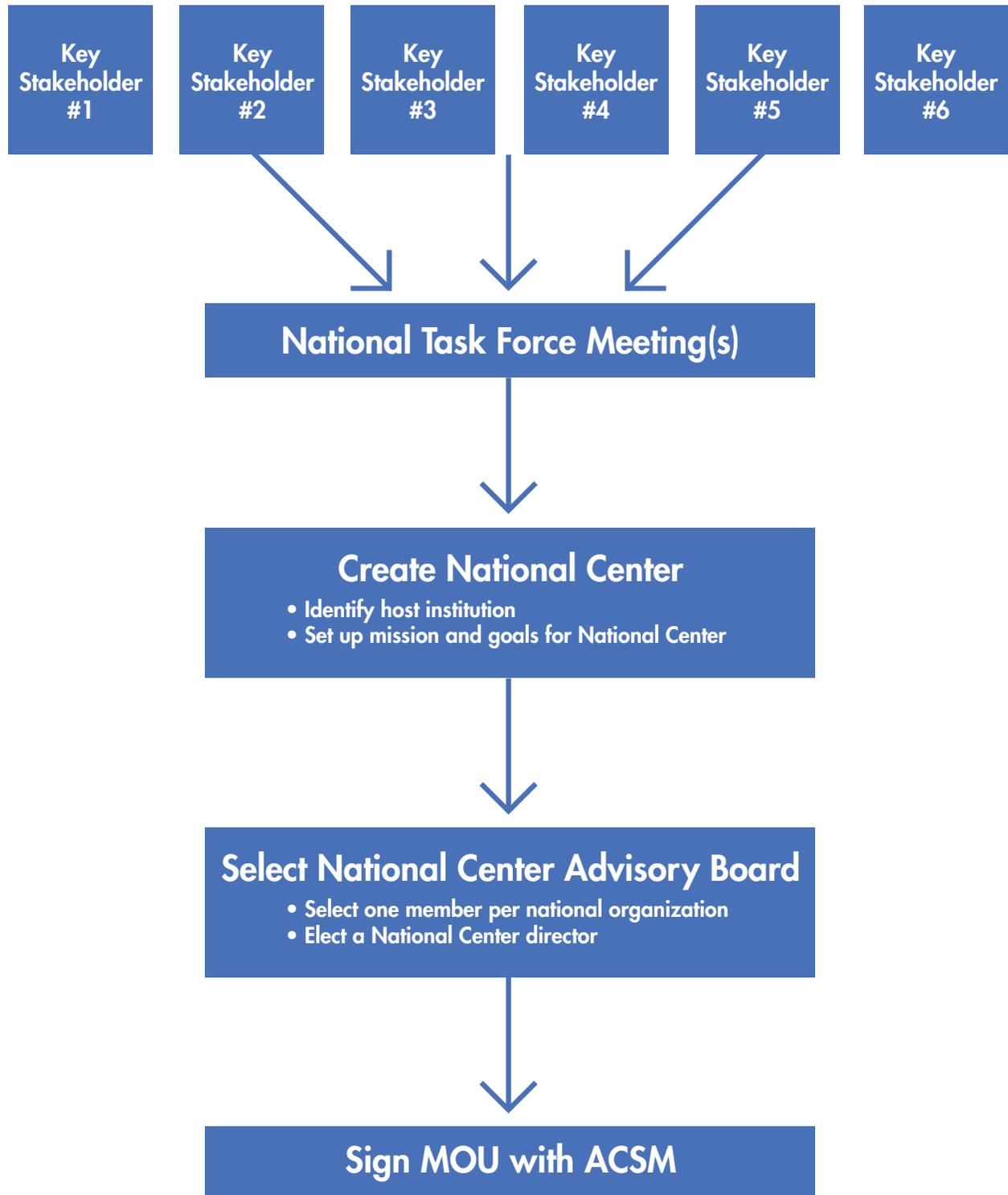
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Process Overview to Establish an EIM National Center



Initial Steps



Determine EIM Presence in Your Country

The first step in establishing an EIM National Center is to determine whether other individuals have established, or are working to establish, a National Center in your country. To make this determination, check our EIM Global Directory.

If an EIM National Center already exists in your country, consider the following options to get involved with the initiative:

- **Support Your National Center Advisory Board:** There are numerous opportunities for individuals from all fields and disciplines to become involved with EIM. To achieve a population-level impact, National Centers need all the assistance that they can get. Contact the leadership of your EIM National Center using the email link on our EIM Global Directory webpage to discuss ways that you can get involved.
- **Become part of the EIM Network:** If you are not interested in a leadership role, there are many other ways to get involved. Work with your Advisory Board to implement EIM in your local region or become part of existing EIM networks in your country.

If EIM does not exist in your country, contact the EIM Global Center. Other individuals may be currently working to establish an EIM National Center, and the EIM Global Center can connect you. If no progress is currently underway in your country, carefully consider the following questions:

- What is your overall interest in working with Exercise is Medicine®?
- Do you want to be part of a leadership team that oversees a multi-sectoral, national initiative?
- Are you willing to dedicate a significant amount of time, likely as a volunteer, over the next few years to develop EIM in your country?
- Is there a specific area or sector of EIM (i.e., exercise professionals, health care providers) that interests you?

Establishing an EIM National Center requires excellent leadership, collaboration, dedication, time and flexibility in your schedule. If this is something that interests you, we encourage you to keep reading!



Determine Level of National Interest

To successfully launch EIM in your country, it is necessary to develop support for the initiative across a broad array of leaders. Start by contacting national health care leaders and stakeholders to determine their level of interest in supporting EIM. It is necessary to identify and engage leading health care providers and their associations, public health officials, community leaders, exercise professionals and other key stakeholders to ensure the success of your EIM National Center!



Develop an EIM National Task Force

Engage Key Stakeholders

The next step in the process to establish an EIM National Center is to convene a series of stakeholder meetings with key representatives. The goal of these meetings is to form a temporary National Task Force (NTF). The NTF serves as the initial organizing body that guides the formation of the National Center. Upon formation of the National Center, the NTF formally disbands and is replaced by the National Center Advisory Board.

It is essential that leaders from multiple professional fields and organizations are invited to participate in the initial EIM National Task Force Meeting(s). While there are no restrictions on the size and composition of the NTF, it is critical that stakeholders from all major sectors are included in these meetings from the start. When identifying key stakeholders, keep these four considerations in mind:

1. **Seek partnerships with national organizations.** As you reach out to different leaders in your country, we encourage you to contact national organizations with missions that align with EIM. This may include primary care, sports medicine, geriatric, pediatric and exercise science organizations. Involving these national organizations will increase the ability of your National Center to establish a national presence.
2. **Select stakeholders who are leaders in their respective fields.** Key stakeholders should be leaders within their respective fields, represent their associations and report to their leadership on the progress of the NTF.
3. **Multi-sectoral representation.** For EIM to be successful, there must be representation from multiple sectors. An NTF consisting primarily of medical representatives will lack the valuable perspective of exercise professionals and may make establishing linkages to existing community resources challenging. An NTF consisting primarily of exercise professionals may struggle to understand the complexities involved with integrating physical activity into health care systems.
4. **Balance of rising and senior leaders.** In selecting individuals to participate in the initial NTF meetings, it is important to establish a balance between senior leaders and rising professionals. Established leaders have a wide network of connections and vast experience in their field but may have limited time to dedicate toward establishing and maintaining a National Center. Conversely, rising professionals may not have the same professional network or work experience but may be more willing and able to dedicate their time and effort to advancing the mission, goals and programs of the National Center.



Convene National Task Force (NTF) Meetings

Once key stakeholders have been identified and engaged, the next step is to host a series of meetings that will lead to the formation of an NTF. *Remember, the NTF is a temporary leadership group formed to explore establishing an EIM National Center.* These initial meetings should be exploratory in nature to discuss the strengths that each key stakeholder brings to the table, opportunities to introduce EIM in your country, and to identify additional individuals and groups that should be included in the NTF meetings. Due to the national scope of the NTF, these meetings may be conducted in-person or via other communication strategies (i.e., conference calls, video conference calls) to reduce the time and burden on stakeholders.

As the work of the NTF progresses, members should focus on achieving the following objectives:

- develop the mission of the National Center (Appendix A);
- identify priority initiatives of the National Center that align with the mission and EIM vision;
- develop a series of short- and long-term goals and timelines for the goals over the next one to five years;
- determine the basic organizational structure of the EIM National Center;
- select the key stakeholders who will serve as the National Center Advisory Board members;
- elect the individual(s) who will serve as the National Center director(s);
- select, if resources are available, a National Center Program Manager; and
- identify the National Center host institution (page 8).



Establish the EIM National Center

Select the EIM National Center Advisory Board

As the members of the NTF complete the objectives identified in Convening EIM National Task Force Meetings (page x), the focus turns to transitioning to an official EIM National Center with the final goal of signing a Memorandum of Understanding (MOU) with the EIM Global Center and the American College of Sports Medicine (ACSM).

The first step is to select a permanent National Center Advisory Board, which must consist of *at least one* individual from each of the following categories:

- a recognized leader/representative from the health care sector,
- a recognized leader/representative from the exercise professional sector, and
- a representative from a leading academic center (e.g., a national university).

It is highly recommended that a National Center Advisory Board also include the following:

- a representative from at least one regional or national primary care organization,
- a representative from a national sports medicine organization, and
- a representative from the National Ministry of Health.

Other representatives from national organizations considered necessary for the long-term success of the EIM National Center also may be included as Advisory Board members.

There is no minimum or maximum number of Advisory Board members. To ensure equal representation of all sectors, each organization represented on the Advisory Board shall have only one voting member, including the host institution. Additional individuals from the same organization may serve as non-voting members of the Advisory Board or lead working groups and sub-committees. The term length and function of Advisory Board members shall be determined by the by-laws established by each EIM National Center (page x).

Documentation of the voting status, professional affiliation and contact information of members on the National Center Advisory Board is required prior to signing the MOU. This information shall be updated annually.

Identifying a Host Institution

EIM National Centers must be hosted by an official institution/organization in each country. Potential host institutions may include academic centers (e.g., a university or college), nonprofit organizations (e.g., a national sports medicine organization) or a health care system. The host institution will be responsible for the legal charter of the National Center, as well as receiving and distributing any funds generated (e.g., fundraising donations, sponsorships).

- It is recommended that a government agency does not serve as the host institution. While government involvement is highly encouraged, elected officials and their programs change, resulting in a shift in focus and priorities. Long-term this may lead to instability of an EIM National Center.
- It is strongly recommended that an EIM National Center not be hosted by a nonprofit organization (or NGO) explicitly created to host an EIM National Center. This may raise questions regarding transparency, potentially limiting its national prominence and the trust of potential partners.
- The host institution shall not retain control over the EIM National Center, its finances, intellectual properties or activities. The host institution shall have only one voting member on the Advisory Board. This clause exists to prevent host institutions from unilaterally controlling the National Center, acting in their own best interests and against the desires of the Advisory Board.

Once a host institution is identified, a brief description and logo of the institution is required as a part of the National Center launch documentation (see Appendix C).

Ratifying the Governance Structure of the EIM National Center

A final recommended step prior to signing the MOU is the development of a series of by-laws outlining the governance structure and operating code for the EIM National Center. Items that should be spelled out in the by-laws include: selection of Advisory Board members, election of Advisory Board leadership (e.g., the National Center director), term limits, Advisory Board meeting schedule, voting procedures of the Advisory Board, governance of working groups and oversight of National Center initiatives and programs.

Key issues that must be developed by an EIM National Center, which will be requested as a part of the EIM National Center launch documentation (see Appendix B), include:

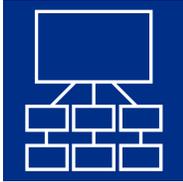
- a National Center mission;
- priority initiatives of the National Center to achieve the mission and vision; and
- short- and long-term goals.



Complete the Memorandum of Understanding

After completing the steps outlined in the previous section, the official MOU signing will include the following sequence of events:

1. The most recent version of the MOU from the EIM Global Center will be sent to the leadership of the newly forming EIM National Center.
2. The Advisory Board of the newly forming EIM National Center shall have the opportunity to review the MOU to ensure that the terms are understood and acceptable.
3. The MOU may be translated to the primary language of the National Center. It is the responsibility of the newly forming EIM National Center to complete the translation. An English version will be signed alongside the translated versions. The English version will serve as the final version in the case of any discrepancies.
4. The signing institution shall enter information on page 1 for the date of the signing, as well as the name, address and country of the host institution. If the MOU is translated to another language along with English, this will be noted on page 4.
5. An official representative of the host institution shall initial and date pages 1-3 and 5 in the lower right-hand corner before signing and dating the MOU on page 4.
6. The official signing may be done at any time or place. The MOU shall be signed first by the host institution.
7. The MOU signing presents an opportunity to increase public awareness of EIM. Consider hosting a press conference, distributing a press release to local and national news agencies, as well as sharing an announcement on social media. You also may elect to complete the MOU signing at an annual conference of the host organization.
8. Scan and email an electronic version of the signed MOU (or mail a hard copy of the signed documents if preferred) to the EIM Global Center.
9. The executive vice president/CEO of the American College of Sports Medicine, will then sign the document, officially establishing the EIM National Center.
10. An EIM Global Center team member will return either a scanned copy of the final document (via email) or a hard copy (via mail) signed by both parties.



EIM National Center Administration

Developing Executive Committees and Working Groups/Sub-Committees

Although only one member of an organization may serve as a voting member on the Advisory Board, the formation of additional working groups and sub-committees is highly recommended to engage additional members in carrying out specific activities of the EIM National Center. The Advisory Board also may elect to create a smaller Executive Committee that carries out the day-to-day functions of the National Center under the guidance of the Advisory Board.

It is important to align the administrative structure to the mission and goals of the National Center. For example, specific units of the National Center may be developed to oversee marketing and sponsorship, community engagement, research and evaluation, clinical practice, as well as credentialing and training.

Education, Training and Program Implementation

The EIM Global Center strongly encourages each National Center to make one or more of the following strategies a focal point of their EIM programming:

- education and training of health care providers,
- education and training of exercise professionals, and/or
- implementing the EIM Solution in health care systems.

These three strategies embody the basic principles of EIM and should be considered essential elements of a successful National Center. To this end, it is highly recommended that separate working groups or sub-committees be developed to specifically oversee the growth of each of these strategies.

Annual Reporting

The EIM Global Center reserves the right to request annual updates from its global partners. The annual report will include an updated list with contact information for the EIM National Center Advisory Board, a recap of National Center Advisory Board meetings and communications, accomplishments from the previous year, as well as goals and activities for the upcoming year. This information should be maintained by each National Center as part of its ongoing data collection and evaluation processes.



EIM National Center Launch Sequence Checklist

- Identify whether EIM currently exists in your country
- Contact the EIM Global Center to express interest in establishing an EIM National Center in your country
- Convene a series of meetings with key stakeholders in your country working together as an EIM National Task Force
- National Task Force members create by-laws for the future EIM National Center that include the EIM vision and the National Center mission and short- and long-term goals
- Elect a National Center director and Advisory Board members to oversee the direction and growth of the EIM National Center
- Identify a host institution for the EIM National Center
- Complete the EIM National Center launch documentation
 - Mission and goals of the National Center
 - List of Advisory Board members with professional affiliation and contact information
 - Information on host institution
- Officially sign the EIM National Center Memorandum of Understanding with ACSM

Appendix A

EIM Vision

The Exercise is Medicine® vision is to make physical activity assessment and promotion a standard in clinical care, connecting health care with evidence-based resources for people everywhere and of all abilities.

EIM National Center Mission

The EIM _____ (insert country name) National Center's mission is to make physical activity/exercise a standard part of a disease prevention and treatment medical paradigm.

EIM _____ (insert country name here) National Center's Goals

- Increase the number of physicians and health care providers that have received EIM training and are actively engaged in the assessment, prescription and counseling of physical activity in health care systems.
- Increase the number of health and fitness professionals that have received EIM training and/or are certified by the EIM _____ (*insert country name*) National Center and are actively engaged in providing guidance to individuals based on the core EIM principles.
- Integrate physical activity as a vital sign and implement principles of EIM into hospitals and health care systems throughout _____ (*country name*).
- Increase the exposure of EIM to university and other educational campuses through the expansion of the EIM On Campus initiative.

Appendix B

Description of National Center Advisory Board Members

The EIM _____ (*insert your country name*) National Center's Advisory Board consists of the following members representing the following organization(s):

Member Name & Advisory Board Position	Organization & Position	Member Contact Information (email & phone)
1. John Doe, MD Professor	Director of..., * National Association of...	johndoe@hotmail.com (011) 57-320-1212
2. John Doe, MD Professor	Director of..., * National Association of...	johndoe@hotmail.com (011) 57-320-1212
3. John Doe, MD Professor	Director of..., * National Association of...	johndoe@hotmail.com (011) 57-320-1212
4. John Doe, MD Professor	Director of..., * National Association of...	johndoe@hotmail.com (011) 57-320-1212
5. John Doe, MD Professor	Director of..., * National Association of...	johndoe@hotmail.com (011) 57-320-1212
6. John Doe, MD Professor	Director of..., * National Association of...	johndoe@hotmail.com (011) 57-320-1212
7. John Doe, MD Professor	Director of..., * National Association of...	johndoe@hotmail.com (011) 57-320-1212
8. John Doe, MD Professor	Director of..., National Association of...	johndoe@hotmail.com (011) 57-320-1212

Appendix C

Description of Host Institution for the EIM National Center

Example – The Changi Sports Medicine Centre (EIM Singapore)

Changi Sports Medicine Centre is the largest multi-disciplinary sports medicine centre in Singapore, equipped with the latest technologies and a fully equipped gym for sports injury treatment and rehabilitation, performance enhancement, and weight management. The Centre provides multidisciplinary care under one roof, with sports physicians, sports orthopaedic surgeons, sports physiotherapists, sports trainers, sports dietitians and sports podiatrists to deliver integrated and holistic care for athletes.